

**AMERICAN MANAGEMENT ASSOCIATION SURVEY
MANAGERIAL SKILLS AND COMPETENCE
MARCH/APRIL 2000
921 RESPONDENTS**

Respondents rated, on a five-point scale:
- The importance of the listed skills to their organizations; and
- The competence of their managerial corps in the listed skills

CAT		Q#	IMPORTANCE TO ORGANIZATION				MANAGERIAL COMPETENCE				IMPORTANCE/COMPETENCE GAP				
			AVG RTG		PCT RATING		AVG RTG		PCT RATING		AVG RTG		PCT RATING		
					HIGH (5,4)	RANK			HIGH (5,4)	RANK			HIGH (5,4)	RANK	HIGH (5,4)
Respondents rated, on a five-point scale: - The importance of the listed skills to their organizations; and - The competence of their managerial corps in the listed skills															
CONCEPTUAL SKILLS															
CS	1	Ability to use information to solve business problems		4.64	2	95.0%	2	3.71	2	60.5%	3	0.93	8	34.5%	15
CS	2	Identification of opportunities for innovation		4.33	9	88.7%	8	3.35	14	42.2%	15	0.98	5	46.5%	4
CS	3	Recognizing problem areas and implementing solutions		4.56	3	93.8%	3	3.52	8	50.9%	6	1.04	4	42.9%	7
CS	4	Selecting critical information from masses of data		3.97	19	72.1%	21	3.23	24	37.1%	24	0.74	17	35.0%	14
CS	5	Understanding of business uses of technology		4.15	16	80.3%	16	3.31	21	41.5%	20	0.84	11	38.8%	10
CS	6	Understanding of organization s business model		4.03	18	74.8%	18	3.39	12	45.8%	11	0.64	19	29.0%	21
CATEGORY AVERAGES AND RANK				4.28	1	84.1%	1	3.42	3	46.3%	3	0.86	1	37.8%	1
COMMUNICATION SKILLS															
CM	7	Ability to transform ideas into words and actions		4.44	5	91.2%	4	3.55	5	53.3%	5	0.89	10	37.9%	11
CM	8	Credibility among colleagues, peers, & subordinates		4.45	4	91.0%	5	3.69	3	60.6%	2	0.76	16	30.4%	18
CM	9	Listening and asking questions		4.40	6	89.8%	6	3.36	13	43.3%	13	1.04	3	46.5%	3
CM	10	Presentation skills: spoken formats		3.95	21	72.1%	22	3.49	9	47.4%	9	0.46	25	24.7%	24
CM	11	Presentation skills: written and/or graphic formats		3.94	22	72.2%	20	3.45	10	47.2%	10	0.49	24	25.0%	23
CATEGORY AVERAGES AND RANK				4.24	3	83.3%	3	3.51	1	50.4%	1	0.73	4	32.9%	4
EFFECTIVENESS SKILLS															
EF	12	Contributing to corporate mission/departmental objectives		4.39	7	88.1%	9	3.57	4	54.6%	4	0.82	14	33.5%	16
EF	13	Customer focus		4.74	1	95.3%	1	3.90	1	68.2%	1	0.84	12	27.1%	22
EF	14	Multitasking: working at multiple tasks in parallel		4.26	13	85.9%	12	3.53	6	50.3%	7	0.73	18	35.6%	13
EF	15	Negotiating skills		3.95	20	73.0%	19	3.33	18	41.0%	21	0.62	20	32.0%	17
EF	16	Project management		4.15	17	79.7%	17	3.33	15	42.6%	14	0.82	13	37.1%	12
EF	17	Reviewing operations and implementing improvements		4.29	11	85.9%	11	3.33	17	41.5%	19	0.96	6	44.4%	5
Setting & maintaining performance standards:															
EF	18	Internal: self & subordinate activities		4.32	10	89.4%	7	3.53	7	49.4%	8	0.79	15	40.0%	9
EF	19	External: vendors, suppliers, business partners		3.87	23	69.6%	23	3.29	22	40.0%	22	0.58	22	29.6%	19
EF	20	Setting priorities for attention and activity		4.24	14	85.6%	14	3.32	20	41.6%	18	0.92	9	44.0%	6
EF	21	Time management		4.27	12	85.7%	13	3.19	25	35.0%	25	1.08	2	50.7%	2
CATEGORY AVERAGES AND RANK				4.25	2	83.8%	2	3.43	2	46.4%	2	0.82	2	37.4%	2
INTERPERSONAL SKILLS															
IP	22	Coaching & mentoring skills		4.21	15	84.3%	15	2.99	26	28.6%	26	1.22	1	55.7%	1
IP	23	Diversity skills: working with diverse people & cultures		3.85	25	65.1%	25	3.32	19	42.2%	16	0.53	23	22.9%	25
IP	24	Networking within the organization		3.78	26	64.5%	26	3.33	16	41.6%	17	0.45	26	22.9%	26
IP	25	Networking outside of the organization		3.86	24	67.8%	24	3.25	23	38.7%	23	0.61	21	29.1%	20
IP	26	Working in teams (cooperation & commitment)		4.34	8	87.2%	10	3.40	11	45.0%	12	0.94	7	42.2%	8
CATEGORY AVERAGES AND RANK				4.01	4	73.8%	4	3.26	4	39.2%	4	0.75	3	34.6%	3